



# FACT SHEET

## U.S. Air Force Fact Sheet

### NEGOTIATION CENTER OF EXCELLENCE (NCE)

The Negotiation Center of Excellence's mission is to develop total force Airmen with adaptive conflict management, negotiation and mediation skills to succeed in the dynamic, global Air Force mission. The NCE offers in-residence instruction at Air University schools and colleges, as well as site-based or distance learning opportunities, ranging from introductory skills through advanced cross-cultural negotiating techniques.

Partnered with the Air Force Culture and Language Center, the NCE is an integral part of AU's Spaatz Center. The Air Force established the requirement for negotiation competency in its key leadership document, Air Force Doctrine Document 1-1 *Leadership and Force Development*. 1-1 calls negotiation skills a "leading people" competency for "fostering collaborative relationships." Also, the Air Force engagement environment requires Airmen, whether civilian, enlisted or officer, to be proficient in adaptive negotiation skills, especially applicable in cross-cultural environments. The Department of Defense and the Air Force consider negotiating a universal leadership skill.

The NCE provides direct Professional Military Education support through Master's-level course work at Air War College and Air Command and Staff College. At the Barnes Center and other PME and Professional Continuing Education institutions, NCE offers lectures, delivers exercises and simulations, and provides coursework on negotiation. The NCE also supports the Air Force's Air Advisor Academy, the AFCLC's General Officer Pre-Deployment Acculturation Course, as well as many other military education venues. Within the local community, NCE delivers seminars and presentations, and conducts real-world mediation in support of the 42<sup>nd</sup> Air Base Wing Equal Employment Opportunity Office. All NCE products are copyright-free and available to all agencies. These NCE efforts and products include:

- *The Practical Guide to Negotiating in the Military* 2<sup>nd</sup> Edition developed as the AF standard guide.
- Online *Practical Guide* education course hosted on the award winning NCE website.
- Negotiation theory and cross cultural course syllabi from pre-deployment to graduate level.
- Nine-Module series of lectures and computer-based exercises used by the Air Force and Army.
- Afghan Avatar and Joint Knowledge Online cross-cultural negotiation exercises in development.
- Bengalia paper-based multi-party negotiations scenario (Air War College leadership core course).
- The "Offer Game" and the "Pentagon Peer-Plexer" negotiating games.
- Air War College distance learning negotiation theory course.
- *Warrior/Negotiator: No Longer an Oxymoron, but a Necessity*, a fifty-two page negotiation primer.
- Faculty advisor to multiple Air War College award-winning Professional Studies Papers.
- Awarded the 2010 SAF/GC Award on Alternative Dispute Resolution Teaching.

The AU Commander and the Secretary of the Air Force General Counsel Alternative Dispute Resolution Office created the U.S. Air Force Negotiation Center of Excellence in 2005 via a Memorandum of Agreement. The parties renewed this agreement in 2012.

For more information, see [culture.af.mil/NCE](http://culture.af.mil/NCE) or call to 334-953-6095.